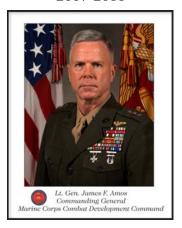


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"Today We Forge Tomorrow's Marine Air-Ground Task Force" Commanding General, Marine Corps Combat Development Command Strategic Plan 2007-2011



<u>Situation:</u> Marines and Civilian-Marines, we are a Nation at war. Make no mistake, my number one priority is supporting our forward deployed Marines engaged in the war against extremism...this needs to be your number one priority. Indications that this war will be a multigenerational competition for the future of the world makes our Mission that much more critical. We have written this campaign plan to clearly focus our efforts on the "ten ring." Success requires a team effort; I need you in the fight.

<u>Mission:</u> The Commanding General, Marine Corps Combat Development Command will direct the continuous adaptation of Marine forces by determining and developing wholly integrated warfighting capabilities in order to provide our Nation a Corps of Marines that is fully prepared for employment as a Marine Air-Ground Task Force across the spectrum of conflict.

<u>Commander's Intent:</u> To ensure the Marine Corps is organized, equipped and trained to successfully meet the challenges of the changing security environment. Our endstate is to make certain that the Marine Corps remains the world's foremost expeditionary warfighting organization—always interoperable with joint, coalition, and interagency partners and always most ready when the nation is least ready to bring stability to an unstable world. It is essential that each Marine and Civilian-Marine assigned to MCCDC understands our mission and is empowered to take appropriate, necessary action to accomplish that mission in a timely fashion.

"To build a service that is structured, educated, and positioned for the challenges of tomorrow, our Corps must work with singularity of purpose in developing concepts and plans for the future." (CPG)

Primary Responsibilities:

Commanding General, Marine Corps Combat Development Command (CG, MCCDC): The CG, MCCDC is responsible for ensuring that those assigned to Training and Education Command, the Marine Corps Warfighting Lab, the Capabilities Development Directorate,

Marine Forces Strategic Command, the Operations Analysis Division, and Marine Corps Installations National Capital Region are organized, trained, and equipped to accomplish their missions; as well as providing the best service and quality of life to our Marines, Civilian Marines, and their families stationed aboard Marine Corps Base Quantico.

Deputy Commandant for Combat Development and Integration (DC CDI): The responsibility to determine and integrate warfighting capabilities that produce solutions that address identified capability gaps and to ensure Marine Air-Ground Task Force (MAGTF) commanders are poised to respond to future strategic challenges and opportunities resides with DC CDI. Inherent in this responsibility is a necessity to assess the strategic landscape and examine how we can best shape the Marine Corps for future success. The various commands and staffs within MCCDC assist in leading the Marine Corps resource-informed, continuous capabilities planning process for producing and translating vision into corresponding capabilities, and integrating all processes necessary to organize, train, and equip the MAGTF. In the exercise of this process, we meld input from all Commanders, Deputy Commandants, Advocates, Directors of Headquarters Marine Corps departments, Combatant Commanders, and our sister Services. We also serve as the principal representative for Marine Corps interests in combat development matters addressed through Joint, Naval, and multi-national forums and processes.

Command Element Advocate: As the Integrator for the Marine Corps, DC CDI is responsible to the Commandant for ensuring that all MAGTF capabilities are synchronized and coordinated. Exercised under the title of Command Element Advocate, this responsibility takes two main forms. First, we are responsible for the development and continuous adaptation of the capabilities needed by the MAGTF Commander to exercise effective command and control. Second, we have a responsibility similar to that held by any MAGTF commander -- to ensure the force is working towards one unified goal. Open communication with the operating forces and all MAGTF Element Advocates is the key to our success. This enables the Command Element Advocate to provide integrated command and control, intelligence, and other support essential for effective planning and execution of MAGTF operations.

Training and Education Command (TECOM): The Commanding General of TECOM develops, coordinates, resources, executes, and evaluates training and education concepts, policies, plans, and programs to ensure Marines are prepared to meet the challenges of present and future operational environments. Too meet those challenges, we: continue to adjust the predeployment training program in response to changing conditions and lessons learned; improve training available at home station to include increased Improvised Explosive Device (IED) training and simulation; expand advisor training to ensure Marines are prepared to undertake and excel at this critical mission; establish robust and integrated training programs that exercise the full spectrum of MAGTF operations; enhance our entry-level training; and increase use of technology to make training more realistic.

Marine Corps Warfighing Laboratory (MCWL): The Marine Corps Warfighting Laboratory (MCWL) is the focal point for exploration of future warfighting concepts and experimentation. It supports the Marine Corps Expeditionary Force Development System and provides Marine Corps contributions to Joint Concept Development and Experimentation, ultimately leading to increased capabilities for our expeditionary warfighting forces now and in the future. The Lab conducts concept-based experimentation to develop and evaluate tactics, techniques, and procedures (TTPs), as well as technologies, in order to provide the warfighter

with enhanced capabilities. These technologies and TTPs are field tested in concept-based experiments conducted with the operating forces.

The Lab also serves as the Marine Corps access point to the larger science and technology (S&T) communities, such as the Office of Naval Research (ONR) and Defense Advanced Research Projects Agency (DARPA). The duties and responsibilities of the Commanding General (CG) of MCWL include service as the Vice Chief of Naval Research (VCNR), executive agent for Marine Corps S&T to develop the vision, policies, and strategies needed to exploit scientific research and technological development, and executive agent for Marine Corps Improvised Explosive Device (IED) defeat efforts.

Capabilities Development Directorate (CDD): The Director, CDD, analyzes, develops, and integrates materiel and non-materiel solutions in order to provide Marine Corps capabilities to Joint Force and Coalition Commanders across the full range of military operations. Moreover, the Director, CDD is concomitantly responsible for serving as DC CDI's representative to all external organizations in matters related to the advancement of operational concepts, force development studies, and required combat capabilities for the Marine Corps. It is within this concurrent role that the Director, CDD represents the Marine Corps on the Joint Capabilities Board as the principal Service representative ensuring proper representation of Marine Corps operational concepts, requirements and capabilities in the development of joint, naval and inter-Service combat capabilities. He is directly responsible for support to the Assistant Commandant of the Marine Corps who serves as the Marine Corps representative to the Joint Requirements Oversight Council, and serves as the primary contact point between the Vice Director, J8, Joint Chiefs of Staff, and MCCDC in order to facilitate coordination and synchronization of Marine Corps operational concepts and combat development activities within the Joint Capabilities Integration Development System.

Operations Analysis Division (OAD): The Director, OAD provides oversight and coordination for the Marine Corps on all matters pertaining to studies and operations analysis, assists the Marine Operating Forces and other Marine Corps agencies with operations analysis support, and conducts a continuing program of studies and analyses to assist the Marine Corps in making combat development, programmatic (Joint, Naval, and Marine Corps), and warfighting decisions.

CG, Marine Corps Installations National Capital Region (MCINCR): This role requires the implementation of policies, development of regional strategies and plans, prioritization of resources and provision of services, direction and oversight through designated Marine Corps installations to support the Operating Forces, tenant commands, and activities in the NCR. The designation of Commanding Officer, Marine Corps Base, Quantico as the Deputy, MCINCR for operations provides a single focus of effort for Anti-Terrorism / Force Protection planning, coordination, and emergency preparedness actions for the Marine Corps within the NCR.

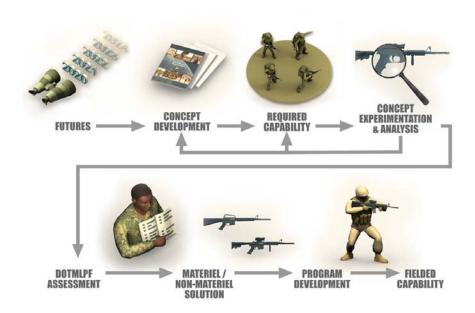
Commander, Marine Corps Base (MCB) Quantico: The mission of MCB Quantico is to provide the resources, including facilities, ranges, services, and personnel, to support the development of the future Marine Corps. Dubbed the "Crossroads of the Marine Corps," MCB Quantico serves as the focal point for professional military education by hosting the Marine Corps University, Officer Candidate School, The Basic School, and the Staff Non-Commissioned Officers Academy. Furthermore, the Commander, MCB Quantico optimizes readiness by providing operational and training support, infrastructure, and community services

that are responsive to Marine Corps, MCCDC, and tenant requirements, and the needs of our military members, families, and civilians within a safe and secure environment.

Commander, Marine Forces Strategic Command (COMMARFORSTRAT): As the USMC service component to US Strategic Command, we are tasked to ensure appropriate and responsive USMC service support for the "global integrator" charged with missions of full-spectrum global strike, space operations, computer network operations, Department of Defense information operations, strategic warning, integrated missile defense, global C4ISR (Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance), combating weapons of mass destruction, and specialized expertise to the joint warfighter. Our desired endstate is to ensure full USMC collaboration is maintained and sustained with the five joint functional component commands and the three other functional components responsible for the day-to-day planning and execution of the USSTRATCOM primary mission areas.

Our Role:

Why MCCDC Exists



"As careful stewards of our Nation's resources, we must decide the most effective way to modernize the Total Force." (CPG)

Our role as the "headlights of the Marine Corps" underlies all we do in the continuing development of the Corps. This task is our focus of effort, and the Commanding General, Marine Corps Warfighting Lab (MCWL) is charged with the determination of the future strategic landscape, the authorship of our next warfighting concepts that will provide the strategic axis of advance for the entire enterprise, and the requirement to validate these concepts through experimentation. Capability development cannot occur without a solid direction for the future.

The next step is the transformation of these concepts into capabilities that are integrated across the MAGTF. The Commanding General, Training and Education Command; Director, Capabilities Development Directorate; and Director, Operations Analysis Division work hand-in-hand with each MAGTF Advocate to develop and implement the doctrine, organization, training,

materiel, leadership and education, personnel, and facilities¹ necessary to field the capabilities derived from the strategic concepts created by MCWL. Our responsibility to coordinate the disparate needs of the Advocates is vital to the successful realization of these capabilities.

Ironically, there is no "final step" in capability development. Refinement is continuous because experimentation and use create lessons learned, the strategic landscape shifts, and our Nation's political environment changes constantly. To provide a point of convergence, we have defined eight major lines of operation with which we bound our principle focus of effort over the next several years. While these eight areas do not completely spell out our responsibilities, they are key to developing the path for our Corps.

<u>Major Lines of Operation:</u> MCCDC's eight Major Lines of Operation (LOOs) serve to highlight our core competencies and provide current focus areas for our senior leadership. The following paragraphs define each line of operation, its major milestones, its subsequent metrics for success, and its endstate. These LOOs are not inclusive of all MCCDC areas of responsibility; but simply provide the context for our current major efforts.



MCCDC's Major Lines of Operation

"What we do today will ensure success in the decades to come -- but only if we plan and prepare with forethought and prudence." (CPG)

Strategic Vision Group: The day-to-day requirements to support ongoing critical initiatives in support of the Long War have focused our attention to near-term responses to events. Consequently, our institutional view of the future is dangerously constrained. In order to

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¹ DOTMLPF: The combat development pillars.

provide senior Marine Corps leadership the proper "headlights" into the future, we are standing up a single entity responsible for establishing and maintaining a rolling long-range assessment of twenty years into the future -- the "cone of uncertainty." The mission of the Strategic Vision Group, in direct support of the Expeditionary Force Development Process, is to coordinate internal and external efforts to assess and analyze the long-range future security environment and identify future operational challenges in order to lay the groundwork upon which concepts can be developed and capabilities designed to counter those challenges. The endstate of this line of operation is a fully functional effort producing a vision of what our world will look like and the implications for our Nation and our Corps.

Command and Control (C2) Harmonization: This is the Director, CDD's number one priority. The endstate is a process, a strategy, and a system that integrates the C2 needs of the MAGTF into a system of systems that is synchronized across the enterprise. Furthermore, the processes and strategy must ensure that C2 remains harmonized. All MAGTF commanders must have access to an end-to-end solution that meets their needs for planning, deployment, execution, redeployment, and sustainment of their forces. Major actions in this regard cover a wide variety of service, multi-service, and joint activities to meet the current and emerging C2 requirements of the MAGTF. Finally, this command remains engaged in several critical joint efforts, including the Joint Task Force capable service headquarters, the evolving Joint Combat Capabilities Development process, and the Joint C2 portfolio management being conducted by the Joint Force C2 Capabilities Integration Board.

Milestones:

- o MAGTF C2 Spiral 0 capability in FY09
 - o JTCW 1.0 DT Assist: August 2007
 - o Spiral 0 OA: March 2009
 - o Spiral 0 IOC: October 2009
 - o Certification Proof of Concept
 - o CAC2S OT: March 2008
 - o CAC2S IOC: August 2008
- o MAGTF C2 Spiral 1 in FY10
 - o Milestone B: October 2007
 - o Spiral 1 DT: April 2009
 - o Spiral 1 OT: October 2010
 - o Milestone C: August 2010
 - o IOC: September 2010

"Working closely with our Navy and Coast Guard partners, we will advance the amphibious and expeditionary capabilities the Combatant Commanders rely upon to meet their emerging challenges. Our 'Soldiers of the Sea' -- an amphibious combat force, operating from a sea base -- will be able to respond rapidly and win decisively." (CPG)

Expeditionary Ship Requirements: Timely and effective development of Expeditionary Ship Requirements is critical to the Marine Corps ability to provide the nation a relevant amphibious and maritime prepositioning force in readiness in accordance with our Title X responsibilities. Amphibious and maritime prepositioning capabilities required by the Corps must ultimately transition into U.S. Navy expeditionary shipbuilding programs. Expeditionary shipbuilding programs include amphibious warfare ships, Maritime Prepositioning Force (Future) (MPF(F)) and legacy maritime prepositioning squadron ships, and connector programs such as the Joint High Speed Vessel (JHSV) and Joint Maritime Assault Connector (JMAC).

Expeditionary Ship Requirements are guided in their development by the *Naval Operations Concept*, Marine Corps warfighting concepts, amphibious and maritime prepositioning doctrine, and relevant Joint concepts such as the *Seabasing Joint Integrating Concept*. To ensure these concepts and associated programs are feasible, we must participate in relevant experimentation, research and development, and Joint and Service exercise opportunities as well. The desired endstate is the development of expeditionary ship programs that fully support Marine Corps expeditionary warfighting requirements as well as emerging Joint and Service concepts such as Seabasing.

Milestones:

- o LHA 6 contract award: Spring 2007
- o Joint High Speed Vessel (JHSV) RFP: May 2007
- o LSD replacement program study/analysis begins: Summer 2007
- o Joint Maritime Assault Connector MS A: June 2007
- o MPF(F) CDD to JROC: October 2007
- o Lightweight Modular Causeway System full scale assessment: June 2008
- o JHSV MS B: August 2008
- o TRANSCOM funded Air Skid prototype built: September 2008
- o MPF(F) Early Operational Assessment: January 2010
- o MPF(F) MS B: March 2010

Ground Mobility: In response to the 2006 Strategic Planning Guidance, the Marine Corps is planning, programming, and budgeting to maintain a single, two-Marine Expeditionary Brigade forcible entry capability with a balanced mix of ground combat vehicles supporting global irregular and traditional operations. The core components of ground tactical mobility are the Expeditionary Fighting Vehicle, the Marine Personnel Carrier (MPC), and the Joint Light Tactical Vehicle (JLTV). Additionally, the ground mobility of vertical assault elements will be enhanced through the fielding of the MV-22 / CH-53-compatible Internally Transportable Vehicle (ITV). Through a combination of increased organic mobility and global sourcing, the Marine Corps ground mobility initiative will provide enhanced, protected mobility to all units in every kind of Marine Air Ground Task Force. In the near term, and in response to theater-specific requirements, the Marine Corps is the Service acquisition lead for the joint acquisition and deployment of Mine Resistant Ambush Protected (MRAP) vehicles to provide significantly increased protection to mounted forces engaged in operations in Iraq. The desired endstate is an operationally balanced tactical vehicle portfolio, as well as a continued dialogue with the Army to ensure requirements are jointly defined and integrated.

Milestones:

- o JLTV
 - o Complete EOA to support MS A Concept Decision: April 2007
 - o CDD to JROC: May 2007
 - o Milestone B: November 2007
 - o Milestone C: 2010
 - o IOC: 2012
- MPC
 - o Industry Day Introduce requirement: April 2007
 - o AoA and ICD complete: October 2007
 - o CDD complete: January 2008
- o ITV
 - o IOC: September 2007
- o MRAP

- o Joint T&E; Limited User Evaluation: April 2007
- o Initial deliveries in theater: June 2007

"The Long War requires skillful strategic communications, cultural understanding, complex ethical decision-making, and combat power provided by 'boots on the ground.' It demands flexible organizations that adroitly apply a mix of combat and non-lethal actions; interagency capabilities and joint warfare applications; innovative use of airpower; and synchronization of intelligence activities." (CPG)

Irregular Warfare (IrW): The CG, TECOM is the IrW change agent for the Marine Corps across the entire DOTMLPF spectrum. While our Corps must retain its traditional warfighting capabilities, it must also increase its ability to fight the Long War. Major theater engagement was recently assumed to be warfare's norm, while history suggests the future will comprise the interests and actions of disparate fighters, governing authorities, and affected peoples through a more irregular venue. The stand-up of the Center for IrW will be the direct link into the joint IrW community, and, in coordination with DC Plans, Policy, and Operations (PP&O), will be the Marine Corps hub for IrW policy coordination.

The endstate is a fully integrated Center for IrW focused on enhanced training and education and providing a single Marine Corps IrW voice in joint / inter-agency arenas. The Center for IrW will be the Corps answer, in coordination with DC PP&O, to the 2006 Quadrennial Defense Review's IrW Execution Roadmap and other Department of Defense IrW-related initiatives. It will aid in the retention of IrW corporate knowledge and will be the integrator of IrW into "mainstream" Marine Corps in order to strike that proper balance with our traditional responsibilities.

Milestones:

- o Stand-up of the Center for IrW: April 2007
- Center for Naval Analyses training and education gap analysis: December 2007
- o The Center for IrW hosts the international conference, "Military Education for Irregular Operations in the Long War": December 2007
- o The Center for IrW produces its proposed "way ahead" for Marine Corps training and education: January 2008.

Distributed Operations (DO): DO is an operating approach that will create an advantage over an adversary through the deliberate use of separation and coordinated, interdependent, tactical actions. Marines will be enabled by increased access to functional support and enhanced combat capabilities at every level across the MAGTF, providing commanders with greater confidence and ability to utilize DO concepts to achieve victory. The essence of this concept lies in the capacity for coordinated action by dispersed units throughout the breadth and depth of the battlespace.

The Director, CDD, supported by MCWL and TECOM, is further refining this concept. The close relationship between these three organizations is critical to the success of this effort. Our endstate is to ensure the Corps is able to field highly lethal, flexible, and survivable units at every level throughout the MAGTF. These units should be able to effectively use close combat or supporting arms, including joint fires, to disrupt the enemy's access to key terrain and avenues of approach. Most importantly, these Marines should be able to operate at a temporal advantage, continuing the trend toward decentralization of authority that has been the hallmark of Marine Corps combat development.

Milestones:

- o Commencement of modified Infantry Battalion Enhanced Period Program (IBEPP) on east and west coasts: April 2007
- Squad Fires Limited Objective Experiment (LOE) and expanded IBEPP implementation with a 2nd MAGTF Training Center at each School of Infantry: Summer 2007
- LOE 3 combat service support for DO, a decision on a new table of equipment implementation timeline for each infantry battalion, and the completion of the facility impact assessment by DC Installation and Logistics: Fall 2007
- o LOE 4 command and control in a DO environment: Summer 2008

"Assess the health of PME programs, take advantage of recent studies on the subject, and make recommendations for reorganization, resourcing, and adjusting throughput that will ensure our intellectual readiness." (CPG)

World Class Marine Corps University: It is imperative that our professional military education institutions serve as the venue in which we enhance the war fighting proficiency and capability of our officer and enlisted leaders in our core competencies of combined arms, MAGTF doctrine and concepts, and amphibious operations. The President, Marine Corps University, in close coordination with the CG Training and Education Command, is the advocate for all professional military education throughout the Marine Corps. He is tasked to develop, deliver, and evaluate professional military education and leadership training through resident and distance education programs to prepare leaders to meet the challenges of the national security environment.

Our 29th Commandant, General Alfred M. Gray, founded the Marine Corps University in 1993 with the vision to create "a world-class" educational institution focused on the study of the art and science of war. *The Officer Professional Military Education 2006 Study and Findings* identified four essential elements that comprise "world-class" status: a world-class faculty, world-class students, a world-class curriculum, and world-class facilities and resources. Without a doubt, we have world-class students and a world-class curriculum evidenced by their performance on today's battlefields. We have a world-class faculty but not in sufficient numbers to sustain the "education tempo" necessary to prepare our leaders to think creatively about the uncertainties of tomorrow.

The university motto of "Teaching for the Future" has served as the aiming point for PME. We have been successful in educating today's warriors but it is evident that we must, and will, develop an aggressive plan and commit the resources to achieve and sustain world class status in additional faculty, facilities, and resources.

Milestones:

- o Brief CMC with the health of our PME programs: May 2007
- o Develop an initial build plan for faculty, facilities, and resources: May 2007
- o Revise the EDCOM Strategic Plan to prioritize resources coinciding with the build plan: July 2007
- o MROC Brief: January 2008
- o POM 10 Build: April 2008

Marine Corps Base (MCB) Quantico: As "The Crossroads of the Marine Corps," MCB Quantico should be the crown jewel of the enterprise. When future, current, or past Marines, members of the Department of Defense or Congress, foreign military dignitaries or others pass through its gates, they should feel they are entering a place worthy of that title. Accordingly, improvements to MCB Quantico comprise a major line of operation. The envisioned endstate is

a base worthy of the crucial work being performed within it. Marines always leave a place better than they found it -- there is no reason to break this tradition aboard MCB Quantico.

Milestones:

- A-76 Commercial Activities Competition pre-competition planning: April 2007
- Meet CMC Guidance under Bachelor Enlisted Quarters (BEQ) Campaign Plan
- o Complete Sergeants' barracks pilot program complete: May 2007
- o Complete Private Property Venture housing: February 2008
- Execute Base Realignment and Closure 2005 relocation of 3,000 Military Defense Investigative Agency employees: break ground FY08, occupancy: FY11
- Near-term goal of securing support for Russell Road interchange program across governing jurisdictions complete: FY08. Long-term projects improving traffic throughput for both Russell Road and its gate complete: September 2011.
- Continue support for transportation improvement program including Fuller Road Gate, and upgrades to Fuller Road, Barnett Avenue, and Russell Road: FY10-14

Conclusion: I need the dedicated effort of every Marine, Sailor, and Civilian-Marine to ensure that our Corps is ready for the "next fight." We will build a better organization from the hard lessons you have learned, the adaptability and flexibility of your intellect, and the application of your considerable talents and energies towards making our Corps ready to fight today while simultaneously preparing it for tomorrow's challenges. Only by unleashing your experience, wisdom, and creativity will we lead the way in making sure our Corps continues to learn, adapt, and succeed in the future -- always with the aim of remaining the world's foremost expeditionary warfighting organization that is ever-ready when our Nation calls.

JAMES F. AMOS Commanding General

Marine Corps Combat Development Command